Government of Saskatchewan

Annual Report 2002 - 2003

Saskatchewan Corrections and Public Safety

Saskatchewan
Our Future is Wide Open

103-06551/

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Web address for the 2002-03 Saskatchewan Corrections and Public Safety Annual Report:
www.cps.gov.sk.ca

LETTERS OF TRANSMITTAL

July 2003

Her Honour the Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

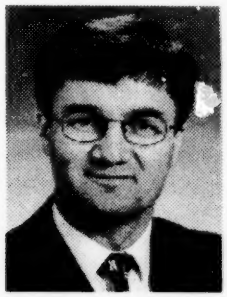
Your Honour:

As Minister responsible for Corrections and Public Safety, it is my pleasure to respectfully submit the first Annual Report for the year ending March 31, 2003. The Department was created April 1, 2002, as part of government restructuring.

Respectfully submitted,

Andrew Thomson
Minister of Corrections and Public Safety

July 2003



Honourable Andrew Thomson
Minister of Corrections and Public Safety

Honourable Andrew Thomson:

I have the honour of submitting the 2002-03 Annual Report of Corrections and Public Safety for the fiscal year ending March 31, 2003. We have a number of significant accomplishments in the first year of operations to report.

Respectfully submitted,

Neil Yeates
Deputy Minister
Corrections and Public Safety

WHO WE ARE

The Department of Corrections and Public Safety is a large department, employing about 1,600 staff throughout the province, serving thousands of clients annually through a wide array of programs and services.

Our mandate is to promote safe communities by delivering effective programs for individuals in conflict with the law, through emergency planning and communication, through monitoring of building standards, the delivery of fire prevention and disaster assistance programs and through licensing and inspection services.

The Department's activities may be summarized into four main areas that are focused on achieving our vision of "working together for safe Saskatchewan communities". A brief description of each of these areas is outlined below.

CORRECTIONS DIVISION

Corrections delivers a wide range of programs providing for varying levels of offender care, control and supervision. These programs are delivered through two operational systems: the Community Operations Branch and the Institutional Operations Branch. Corrections programs are administered by six regional offices of Community Corrections, four major correctional centres, and eight reduced-custody facilities. Services, both community and institutional, for northern Saskatchewan offenders are administered through the North West Community Operations office in North Battleford and sub-offices, and the North East Community Operations office located in Prince Albert and sub-offices.

In 2002-03, the Department provided supervision on an average daily basis to 1,213 offenders in custody programs and to 5,617 offenders in community correctional programs.

YOUNG OFFENDER PROGRAMS

Programs and services to youth are administered and delivered through three regional offices and 13 sub-offices across the province and by community custody and alternative measures program staff in central office. In addition, custody programming is provided in three secure custody facilities, three reduced-custody facilities, and seven open-custody facilities. On any given day, 22 youth will be serving open-custody sentences in a provincial network of community homes. Alternative measures for youth are delivered by community-based organizations, many of which are First Nations and Métis organizations.

In 2002-03, the Department provided supervision to an average of 2,438 young people in the community and to an average of 335 youth in custody programs.

LICENSING AND INSPECTIONS

This branch preserves public safety through regulatory and enforcement programs that are operated on a fee-for-service basis. Programs focus on the commercial, institutional and industrial sectors of the province, but the safety benefits help to protect all Saskatchewan residents. The branch administers elevator and amusement ride safety programs, boiler and pressure safety programs and licensing programs for contractors and individuals that perform gas and electrical installations. There are offices located in Saskatoon and Swift Current.

PROTECTION AND EMERGENCY SERVICES

Protection and Emergency Services include Emergency Planning, Sask911, the Office of the Fire Commissioner, Building Standards, and the Provincial Disaster Assistance Program.

Emergency Planning

This office provides a special staff service to the provincial government, the Department and to municipal governments to co-ordinate disaster preparedness planning and to co-ordinate disaster operations.

Sask911

This office provides support and management to the Sask911 initiative to bring province-wide access to 9-1-1 emergency calling.

Office of the Fire Commissioner

The Office of the Fire Commissioner, in accordance with *The Fire Prevention Act, 1992,* and Regulations, provides Saskatchewan communities, fire departments, and emergency service organizations with information, education, and leadership programs and services that protect people, property and the environment from fire.

Building Standards

This unit oversees provincial standards for building construction. It monitors and updates legislation and regulations, assists owners, designers, and builders in complying with these requirements; issues building official licences; and, provides administrative and technical support for the Saskatchewan Building and Accessibility Standards Appeal Board.

Provincial Disaster Assistance Program (PDAP)

The Provincial Disaster Assistance Program provides financial assistance to eligible claimants located in a municipality that has been designated eligible for assistance as a result of a substantial loss or damage to uninsurable, essential property caused by a natural disaster.

SHARED SERVICES

These branches provide support to both the Departments of Corrections and Public Safety and Justice. This includes the Communications and Public Education Branch, the Administrative Services Branch, the Systems Services Branch, and the Human Resources Branch.

OUR 2002-03 KEY PARTNERS

- Departments of Justice, Health, Learning, and Community Resources and Employment
- Police services
- Federal/Provincial/Territorial agencies and departments with similar responsibilities
- Municipal and First Nations governments
- Community-based agencies, including Aboriginal service delivery agencies
- Advocacy groups, such as the Office of the Children's Advocate, Provincial Ombudsman, Elizabeth Fry and John Howard Societies

ORGANIZATIONAL CHART
as of March 31, 2003

OUR 2002-03 ANNUAL REPORT

The Department of Corrections and Public Safety (CPS) was formed on April 1, 2002. The programs and services provided by CPS were previously the responsibility of the Departments of Justice (Adult Corrections), Social Services, now Community Resources and Employment (Young Offender Programs), and the former Municipal Affairs and Housing (Protection and Emergency Services, Licensing and Inspections).

One of the primary areas of focus for the Department, in the early months, was the development of a performance plan. The Department published a 2002-03 Performance Plan last summer, which outlined the outcomes the Department was pursuing and identified the key actions the Department would undertake in support of the outcomes.

Our 2002-03 Annual Report serves two functions:

- it reports progress against our 2002-03 planned actions; and
- it sets out our updated plan for 2003-04 and beyond.

We believe that reporting progress on our key actions from the previously released plan increases our accountability to the public and to stakeholders. Our Performance Plan for 2003-04 and beyond has evolved to include a set of performance measures that will be used to gauge our progress towards achieving our outcomes. We will begin to report results for these measures in our 2003-04 Annual Report. In future years, our Annual Report will continue to evolve, providing more and better information for the public.

The 2000-01 Budget Address announced that Government would be fully implementing a new accountability framework over the next few years, "giving Saskatchewan people solid reference points by which to judge the performance of their Government". The continuing improvements in our Annual Report are tied to the on-going implementation of this broader initiative.

2002-03 FISCAL YEAR RESULTS

OVERVIEW OF PLAN FOR 2002-03 AND BEYOND

The following goals and objectives were released in our plan for 2002-03 and beyond in August 2002. The first part of our Annual Report reports our progress towards our longer-term goals and objectives. The Department has developed four goals and 12 objectives, reflecting both the array of programs and services provided and what we are working to accomplish. These goals and objectives are all in support of our vision, "Working together for safe Saskatchewan communities". The goals and objectives are long-term in nature and, therefore, are not expected to change dramatically from year to year. However, the key actions under each objective are updated every year. As actions are completed, they may be replaced by others.

OUR VISION
Working together for safe Saskatchewan communities

GOAL 1: Communities have the capacity to enhance public safety
Objective 1 - Government, in partnership with Aboriginal organizations and other community-based organizations, plans and delivers effective adult and youth correctional services
Objective 2 - Government and community service providers work together
Objective 3 - Communities are educated, trained and aware of public safety issues

GOAL 2: Re-offending behaviour is reduced due to effective program interventions with offenders
Objective 1 - Program interventions reflect current research and evidence-based practices
Objective 2 - Staff and programs respond to cultural and spiritual needs of Aboriginal clients
Objective 3 - Programs and services support the appropriate use of diversion, alternatives to custody and reintegration of offenders in communities
Objective 4 - An effective accountability process is in place for programs and services

GOAL 3: Government and communities are prepared for emergencies and maintain building and fire standards
Objective 1 - Emergency preparedness and safety awareness is increased across the province
Objective 2 - Safety enforcement is applied by government, communities and other stakeholders within a regulatory regime that balances government, public and stakeholder interests

GOAL 4: Safe, healthy and respectful workplaces
Objective 1 - Employee capability and competency is enhanced
Objective 2 - Occupational health and safety is improved at all work sites
Objective 3 - Client's rights are respected and they are ensured access to due process

RESULTS AT A GLANCE

The Department has responded to many challenges in the first year of operation. In addition to running the normal business of the Department at a time of transition, the following key accomplishments were made:

KEY ACCOMPLISHMENTS

GOAL 1: Communities have the capacity to enhance public safety

- Developed a strategy to implement the *Youth Criminal Justice Act* and focus community responses.
- Developed a wildfire suppression strategy with the Department of Environment and the Department of Government Relations and Aboriginal Affairs.

GOAL 2: Re-offending behaviour is reduced to effective program interventions with offenders

- Implemented the Regina Auto Theft Strategy and reduced auto thefts by 37 per cent.
- Developed a case management model and associated policies for the young offender community and custody programs.
- Facilitated a presentation by the Corrections Elders Advisory Committee to the First Nations and Métis Justice Reform Commission.
- Supervised 1,213 adult offenders in custody and 5,913 in the community; supervised 330 young offenders in custody and 2,370 in the community.

GOAL 3: Government and communities are prepared for emergencies and maintain building safety standards

- Completed Sask911 roll-out for most of the province.
- Inspection workshops were developed and scheduled and were held on a regional basis with six communities over the fall, winter and spring.
- Provided Risk Watch information to Saskatchewan Urban Native Teacher Education Program, Aboriginal Government Employees Network and Saskatchewan Indian Federated College, as well as resource and program information on fire and life safety.
- Inspected 9,551 in-service and 2,954 newly installed boilers and pressure vessels, 182 amusement rides, and 2,528 elevating devices.

GOAL 4: Safe, healthy and respectful workplaces

- Revitalized the Department's Occupational Health and Safety Council.
- Developed case management supervision standards for youth workers.
- Engaged an Aboriginal intern to co-ordinate all public fire and life safety education activities. This includes promotion and evaluation of Fire Prevention Week activities, delivery of Risk Watch seminars and preparation for the annual Public Education Conference in February.

In 2002-03, the Department spent $116.369 million. The variance between actual and budgeted expenditures was $7.975 million, provided through Special Warrant funding as follows: $3.379 million to Adult Corrections for higher than anticipated inmate counts; $3.527 million to the Young Offender Program community and custody costs, offset by a transfer from Social Services; $620,000 for start-up costs associated with the new department; and $449,000 for joint emergency preparednes programs, fully cost-shared by the federal government.

The following table provides a summary of how the funding was spent:

2002-03 Expenditures

(in thousands of dollars)	Budget	Actual
Personal Services	$83,558	$84,671
Travel	1,000	2,032
Transfers	8,447	5,838
Supplier Payments:		
Contract Services	1,000	4,712
Communications	500	119
Supplies and Services	20,348	15,942
Equipment and Other Assets	1,665	2,526
Other Expenditures		529
Total	$116,518	$116,369

The Department is responsible for managing and operating the Correctional Facilities Industries Revolving Fund. The Correctional Facilities Industries Revolving Fund was budgeted for sales revenues of $1.159 million and expenditures of $1.240 million, with an annual subsidy from the General Revenue Fund of $142,000. Actual revenue was $940,718 and expenditures were $947,348. Please visit our web site at www.cps.gov.sk.ca for more information.

2002-03 PERFORMANCE RESULTS

The following section provides detailed information on the progress that we have made towards meeting our long-term objectives. Since the Department has just completed its first year of existence, there are no performance measures to report in 2002-03. During the course of the year, performance measures were developed for 2003-04. The results of these measures will be included in our 2003-04 Annual Report. They are provided by section.

GOAL 1 - Communities have the capacity to enhance public safety

Objective 1 - Government, in partnership with Aboriginal organizations and other community-based organizations, plans and delivers effective adult and youth correctional services

People are less likely to commit crime if they feel valued in their community and know what is expected of them. It is important that victims are supported by their communities so that they will not fall into a cycle of despair and self-destructive behaviours, and that offenders become reintegrated with their communities and receive support from the community in making positive changes in their lives to help prevent future offending.

The Department has developed a partnership model with community-based organizations, primarily Aboriginal organizations, to deliver effective correctional services primarily at the front end of the system, through youth alternative measures and day programs, and at the back end of the system, through reintegration planning. In addition, the Prince Albert Grand Council Healing Lodge and the Elizabeth Fry Community Training Residence, and department-operated residences in Regina, Saskatoon, and Prince Albert, and Community Correctional Centres in North Battleford and Buffalo Narrows are community-based custody programs whose programs focus on offender reintegration into the community after their term of incarceration is complete. The Department will continue to seek opportunities to expand partnerships with communities.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action. Results have been included for all key actions that were published in our 2002-03 Performance Plan.

- Increase the number of service agreements with First Nations and Métis communities and organizations, e.g. alternative measures and intensive supervision.

  - In addition to 10 agreements with First Nations Tribal Councils and Grand Councils for Adult Corrections programming, the Department signed two more agreements, an increase of two over 2001-02.

- Continue participation in the Northern Cree Court Project, including the evaluation process.

  - Two probation officers continue to participate in the Project. The evaluation process is continuing through the Department of Justice.

- With the assistance of the Elders Advisory Committee for Adult Corrections, increase the availability of Elder services.

  - Completed and reviewed draft policy with Elders Advisory Committee on October 2, 2002, and increased the availability of Elder services.

- Participate in the development of strategies to address the FSIN Corrections Strategic Plan.

  - Reviewed and approved a draft workplan by the tri-partite committee which includes Saskatchewan, Canada, and FSIN.
  - Provided $10,000 to the FSIN for 2002-03 to assist First Nations and Tribal Councils in implementing the strategies outlined in the strategic plan on community-based corrections, including reintegration of members into communities.

- Provided orientation to the Department and presented a joint submission with the Department of Justice to the Commission on First Nations and Métis Peoples and Justice Reform and assisted in Commission tours of facilities and programs.
- A meeting was held with the Minister and the Chair of the Commission in February 2003 to discuss the Commission's concern regarding the Regina Correctional Centre, specifically units East G and West G.

- Enhance cultural programming in youth and adult facilities in conjunction with Aboriginal communities.

  - Completed an inventory of Aboriginal programming activities for adult offenders.
  - Held National Aboriginal Day (June 21st) celebrations in young offender facilities across the province.
  - Developed a mechanism for reporting/tracking cultural activities and training in youth custody facilities.
  - Developing consistent provincial training curriculum for young offender facility staff to reflect Aboriginal culture and considerations.

- Develop community justice initiatives, with an emphasis on northern initiatives, with the Department of Justice, communities and community-based organizations.

  - The Aboriginal Round Table, as part of the Youth Services Model pilot, has developed and approved an urban Aboriginal Community Justice Committee in Regina. An Elders Council has been established for this committee.
  - Two new Community Justice Councils have been appointed in Kindersley and Martensville, and one is being developed in Carrot River.
  - Participated in the Northern Justice Symposium.

Objective 2 - Government and community service providers work together

Most of the root causes of crime lie outside the scope of the criminal justice system; these causes can only be addressed through partnerships and integrated work among many stakeholders. However, there are justice system factors that can be directly addressed by the Department in co-operation with Aboriginal communities, governments, and organizations, other stakeholders in the criminal justice system, and other government and non-government agencies.

In general, the Department has worked together with other government departments and communities to increase the capacity of communities to enhance public safety. The two pilot projects of the Youth Services Model in Regina and Prince Albert illustrate the successful collaboration between government departments and communities in the development of services to high risk youth. The implementation of strategies to implement the *Youth Criminal Justice Act* was a co-ordinated effort that involved a number of departments, as well as community stakeholders, the police and First Nations. On the public safety side of the Department, the ongoing work involves government and communities collaborating to develop emergency plans, and to develop the ability of communities to develop self-sufficiency in conducting fire and building inspections.

Key Results

The key actions originally presented in our 2002-03 Plan are shown below, followed by our actual progress towards the key action.

- Implement strategies associated with the new federal *Youth Criminal Justice Act* (YCJA) in collaboration with the departments of Justice, Social Services, Health and Learning and with Aboriginal organizations.

  - Realigned existing resources to fund the implementation of YCJA. This includes the purchase of initial software for development of a case management system, and the development of policy and procedure manuals.
  - Developed curriculum for YCJA Intensive Training, and approximately 600 facility and community staff received comprehensive training in the *Youth Criminal Justice Act* and related policies.
  - Participated in YCJA training for community stakeholders, police, RCMP, First Nations, and Crown Prosecutors.
  - Developed benchmarks as measures to monitor the impact of YCJA.
  - Introduced new legislation to facilitate administration of the Act.

- Develop information-sharing protocols with the Department of Learning and the school system.

  - Corrections and Public Safety and the Department of Learning have met to review the existing information-sharing protocol and determine changes to protocols related to the new legislation.

- Develop a community-supported continuum of services for youth using the structure of the Regina and Prince Albert Youth Justice Forum pilots.

  - The Regina pilot implemented the Education Liaison Program.
  - Prince Albert Education project - completed review with the University of Saskatchewan leading to recommendations for action of education best practices for youth at risk.
  - Contracted with a Prince Albert community-based organization to hire a Youth Outreach Counsellor.
  - Established a Deputy Minister's Committee on Youth Services.

- Provide local and area-wide fire officials with the tools to enhance their ability to become self-sufficient in conducting plan reviews and inspections.

  - Self-evaluation manuals were finalized, advertised and discussed at regional meetings.
  - Inspection workshops were developed and presented to six communities.

In addition to these accomplishments, the following results were achieved:

- Implement the Regina Auto Theft Strategy.

  - Implementation began in February 2002.
  - Regina auto thefts have been reduced by 37 per cent over the first year of the strategy (February 1, 2002 to January 31, 2003).
  - In partnership with Saskatchewan Justice and the Regina Police Service, developed Phase 2 with a targeted reduction of 10 per cent in 2003 over 2002.

Objective 3 - Communities are educated, trained and aware of public safety issues

The Department delivers a number of programs and services that contribute to a safe living environment. This is accomplished by working with municipalities, fire services, those involved in building and fire code safety, emergency services providers, and individuals and industries involved in the manufacture, installation and operation of building-related heavy equipment. Education, training and public awareness are critical to improving community safety.

The Department was involved in many training sessions with municipal officials in the public safety area. The Office of the Fire Commissioner was involved in a number of training and education sessions, and they received accreditation from the International Fire Service Accreditation Congress. There was also much activity in the area of building codes and safety awareness. This activity across the province assisted communities to become educated, trained and aware of public safety issues. This will be an area of continuing focus for the Department.

Key Results

The key actions originally presented in our 2002-03 Performance Plan are shown below, followed by our actual progress towards the key action.

- Support municipal disaster preparedness through training and development programs in the areas of mitigation, preparedness, response, and recovery.

  - 207 municipal staff completed department courses in areas of mitigation, preparedness, and recovery.

- Provide training to improve the skills and knowledge of local assistants in fire investigation procedures and techniques, and fire incident reporting.

  - Held a workshop in Echo Valley to obtain feedback on the planned seminars and demand for the sessions; held six workshops on skills and knowledge related to investigations.
  - Completed Phase 1 course design of the National Fire Prevention Association fire investigation course.
  - Initiated a mentoring program for inexperienced investigators to obtain knowledge through mentoring.

- Expand the "train the trainer" model in fire safety.

  - Engaged in discussions and provided assistance to four regional training groups.
  - Conducted eight certification programs.
  - Provided the Saskatchewan Volunteer Fire Fighters Association (SVFFA) with a training package for fire fighters instructors and provided assistance at the SVFFA spring training session.

- Support the training and certification of building officials and fire inspectors at the local level.

  - Received accreditation for the Office of the Fire Commissioner training program from the International Fire Service Accreditation Congress.
  - Issued 87 building official licences, held three disciplinarily hearings, and updated information and the enforcement services listed on the web site.
  - Presented Building Code Seminar workshops to the Saskatchewan Building Officials Association Conference and SIAST Architecture Building Technology students; and, presented a Code Enforcement Seminar at the Saskatchewan Urban Municipal Association (SUMA) conference.

- Provide support to fire departments in the provision of fire safety education in local communities.

  - Identified 209 public education contacts as champions for fire safety.
  - Established the theme for this year's Fire Prevention Week - "Team Up for Fire Safety."
  - Developed program materials, letters and information packages for Fire Prevention Week and distributed the materials to schools, other educational institutions and fire departments.

- Develop communication and education strategies in support of community and client education.

  - Communications strategies in support of community and client education programs are developed as required and are ongoing, including fire-related, emergency preparedness, safety and security, adult corrections and young offender strategies.

- Implement a community consultation process for adult probation and young offender services.

  - A community/public consultation communications strategy is being developed to reflect the Aboriginal Community Consultation Framework (developed by Adult Corrections). The experience gained in Young Offender pilots in Saskatoon, Regina and North Battleford is also reflected in developing public consultation strategies respecting youth. They have not been implemented.

GOAL 2 - Re-offending behaviour is reduced due to effective program interventions with offenders

Objective 1 - Program interventions reflect current research and evidence-based practices

There is a growing understanding that the incarceration of offenders, by itself, is not the answer to reducing re-offending behaviour. There is recognition that a combination of supervision, risk and needs assessment, and the delivery of appropriate programs to high risk, violent offenders will more likely meet communities' expectations of a correctional system. Continual monitoring of research and evidence is essential for successful outcomes.

The Department has been involved in a tremendous amount of work in preparation for the implementation of the *Youth Criminal Justice Act*. This work has reflected the most current research into the development of effective correctional programs. For example, all staff have completed the initial training for the risk and needs assessment instrument, the Saskatchewan Level of Service Inventory. In addition, the adult and youth correctional research priority agenda items have been developed. Adult Corrections completed training for the second phase of the integrated case management model. All of this activity reflects the Department's commitment to develop interventions based on the most current research and evidence-based practice.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Implement an integrated case management process throughout adult corrections and the young offenders program.

  - Trained all Adult Corrections supervisors and managers on Phase II of the Integrated Case Management Policy.
  - Reviewed and identified revisions to the Adult Integrated Case Management and the Corrections Management Information System based on consultations.
  - Developed a case management model and associated policies for the young offender community and custody programs.
  - Completed Phase 1 training on the risk/needs assessment tool for all community youth workers, community and facility supervisors, and facility team leaders.
  - Implementation is continuing but not complete.

- Align vocational skills development, job attachment and business goals and programming outcomes for offenders (e.g. Prism Industries, young offender employment development, restitution programs).

  - The Regina Youth Service Model Transitions to Work Committee held a meeting at Paul Dojack Youth Centre with the Chamber of Commerce to engage the business community in young offender job training and employment.
  - Completed evaluation of Prism Industries and developed a workplan for revamping Prism Industries.
  - 372 adult offenders participated in Prism Industries programs.
  - Hired a program manager for Prince Albert/Nisbet Transitions to Employment Program.
  - Forty-eight youth participated in the Youth Employment Support Program in Prince Albert.

- Enhance programs that integrate custody and community services for youth.

  - Developed policies common to custody and community services for youth.
  - Undertook implementation planning of the High Risk Violent Young Offender Initiative with the Department of Health.
  - Commenced program development planning of Intensive Rehabilitation and Custody and Supervision (IRCS).
  - Developed and delivered cognitive skills training to youth in custody and the community under the Regina Auto Theft Strategy.

- Implement the Level of Service Inventory (LSI) - Saskatchewan Youth Risk/Needs Assessment provincially.

  - The LSI - Saskatchewan system is in place.
  - Established regional and provincial implementation committees.
  - Completed Phase 1 training on LSI - Saskatchewan Youth Assessment Training for all community youth workers, facility and community supervisors, and all facility team leaders.
  - Completed risk needs assessment training curriculum.

- Develop a research agenda and evidence-based interventions for adult and youth corrections.

  - Established the Youth/Adult Program Research Committee.
  - Identified priority agenda items.

- Participate in the national Pre-Sentence Report study to assist in the development of best practices.

  - Identifying evaluation sites in each province/ territory.
  - Establishing contractors to collect the data.
  - Began data collection and interviews with Judges and Probation Officers in February 2003.

- Conduct a review of programs to ensure the needs/risks of offenders are being addressed properly.

  - Assessed and identified 82 adult corrections programs addressing specific criminogenic needs.
  - Developed performance measures to assess the appropriateness of programs in relation to offender need.

- Identify and implement specific strategies in each region to increase the level of involvement by families and communities in the case management processes.

  - Undertook file audits to track the number of adult offender cases where families/communities are involved in the development and management of case plans.
  - Incorporated family and community involvement into the LSI-Saskatchewan Youth Assessment and the new case management process.
  - Performance measures are to be developed.

- Develop policies and procedures to support an integrated case management system with the Department of Health to deliver the High Risk Violent Young Offender Program and Intensive Rehabilitative Custody and Supervision sentences.

  - Established an interdepartmental working group and an evaluation committee on the High Risk Violent Young Offender Program.
  - Negotiated federal cost-sharing agreement in support of Intensive Rehabilitative Custody and Supervision sentences.
  - Saskatchewan Health hired two psychologists to lead program and policy development.

- Develop a case plan protocol for individuals with complex needs as part of the Human Services Integration Forum initiative to ensure individual case plans reflect the complex needs.

  - Developed protocol.

- Increase the educational and vocational opportunities for youth and adults in custody.

  - No measurable outcomes to report.
  - Completed inventory of educational and vocation opportunities for adults in custody.
  - Worked with the Department of Learning on an integrated strategy as part of the SchoolPlus initiative.

Objective 2 - Staff and programs respond to cultural and spiritual needs of Aboriginal clients

For the justice system to be effective, it must treat Aboriginal people fairly and work to address issues that now result in high levels of offending behaviour and victimization of Aboriginal people. The keys to this include: supporting Aboriginal communities, organizations and governments in developing and delivering justice services; integrating the values, cultural practices and beliefs that meet the needs of Aboriginal people; and, employing more Aboriginal people in the justice system.

The Department has worked to develop Aboriginally-appropriate programs throughout the youth and adult correctional systems. This has been done in consultation with the FSIN, and has included input from the Corrections Elders Advisory Committee. The number of Aboriginal staff is being increased through employment equity provisions in staffing actions, and cultural awareness training is available to all new staff. The Department is also now represented on the Métis and Off-Reserve First Nations Strategy. The Department recognizes that more needs to be done to meet the cultural and spiritual needs of Aboriginal clients and to support Aboriginal communities, organizations and governments in developing and delivering services.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Deliver Aboriginal cultural awareness training to staff.

  - Trained 80 new adult corrections workers.

- Increase the use of employment equity provisions for hiring staff in the Department.

  - Designated all adult corrections positions for employment equity.
  - Designated positions in young offender programs to meet employment equity goals.
  - Updated all employment equity hiring plans at adult correctional centres.

- Enhance culturally appropriate programming and opportunities, e.g. Aboriginal Roundtable, Elders Program, Prince Albert Healing Lodge.

  - Conducted two meetings of the Corrections Elders Advisory Committee.
  - Facilitated a presentation by the Corrections Elders Advisory Committee to the First Nations and Métis Justice Reform Commission.
  - Signed a new agreement for operation of the Spiritual Healing Lodge in Prince Albert.
  - Trained cultural coordinators in young offender facilities.
  - Established a forum with the FSIN to discuss areas where we can work together, including culturally appropriate programming and opportunities for young offenders.

- Involve First Nations organizations in implementation and training activities specific to the federal *Youth Criminal Justice Act.*

  - FSIN representative attended community youth worker training.
  - Consulted with the FSIN on the planning and approach being taken to implement YCJA.
  - Developed a draft Memorandum of Understanding with the FSIN to address First Nations involvement with the Department in training, program planning and program delivery.

- Implement the strategies for the interdepartmental approach to deal with offenders with Fetal Alcohol Syndrome (FAS), and offenders with disabilities.

  - Developed a community consultation strategy and approach.
  - Tested strategy and approach at the FSIN Fetal Alcohol Spectrum Disorder (FASD) September 2002 conference.

- Participate in the Métis and Off-Reserve First Nations Strategy.

  - Participated on the interdepartmental committee led by the Department of Government Relations and Aboriginal Affairs.

Objective 3 - Programs and services support the appropriate use of diversion, alternatives to custody and reintegration of offenders in communities

The need to provide appropriate programs to address the needs of offenders as a means of minimizing the risk they pose and addressing their criminogenic needs is an ongoing challenge. Effective early intervention services, such as diversion and alternative measures can prevent offenders' further involvement in the criminal justice system. Community treatment and reintegration programs that address the needs of offenders and manage risk to the community are more effective in achieving long-term behavioural changes.

The development of effective early intervention services has been a priority for the Department from the outset. The alternative measures program has expanded to deal with some offenders as part of the Regina Auto Theft Strategy. The Department also has been active with other departments in the development of integrated, targeted interventions in various communities, which includes the Auto Theft Strategy in Regina. There have also been a number of partnerships with First Nations in the development of agreements to enhance the successful reintegration of offenders into their communities after their period of custody has been completed.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Develop an inventory of community services that support the needs of offenders.

  - Planned and completed development of an inventory of young offender programs.

- Expand alternative measures programs for youth.

  - Allocated $50,000 to the Help End Auto Theft (HEAT) program, being run by the Regina Alternative Measures Program (RAMP).
  - Developed an alternative measures screening mechanism piloted with the HEAT program.
  - Young Offender Regional Directors have established regional priorities for new program/enhanced program development in their regions and have redirected funds for expanded Alternative Measures on a continuing basis.

- Build more alternatives to custody and remand to promote an increase in the use of intensive supervision, targeting the level of service to the level of risk.

  - All community youth workers, facility and community supervisors and facility team leaders have completed the initial training of the risk/needs assessment tool and the new case management model.
  - Targeted resources across the province for the Community Homes program with no increase in spaces.

- Improve integration of service delivery and communication within our Department and between justice services and other stakeholders.

  - Implemented the Regina Auto Theft Strategy. Auto thefts have been reduced by 37 per cent since the inception of the Auto Theft Strategy in February 2002. Protocols were established with police and prosecutors to monitor youth who steal cars to hold them accountable. An initial evaluation of the strategy was completed and Phase 2 of the Auto Theft Strategy was developed.
  - Participate on interdepartmental working group to implement SchoolPLUS.
  - Promoting development of Battlefords "Promoting Youth Success Strategy" for young offenders.

In addition to these accomplishments, the following results were achieved:

- Supervised 1,213 adult offenders in custody and 5,913 in the community; supervised 330 young offenders in custody and 2,370 in the community.

Objective 4 - An effective accountability process is in place for programs and services

There is a growing demand from the public and advocates for all corrections services to become more effective and efficient, to be more open to public scrutiny, to give better quality service to clients, to provide appeal processes and to be more accountable.

There has been a lot of work within the Department to develop effective accountability processes in the past year. There have been a number of program evaluations and internal audits completed to enhance the effectiveness and efficiency of service. In addition, the Department has set up a committee to respond to the issues of the protection of privacy that we addressed in the Deloitte & Touche review of government privacy issues. The Department has also developed an initial set of performance measures that will assist government and the public in assessing the progress the Department is making on its strategic goals and objectives.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Conduct audits and implement quality assurance measures to enhance effectiveness and efficiency of services.

  - Completed an evaluation of Prism Industries.
  - Completed an evaluation of the Prince Albert Spiritual Healing Lodge.
  - Developed self-audit checklists for operational policies and procedures in adult corrections.
  - Conducted investigations into all incidents at youth and adult custody facilities.
  - Completed internal audits on Adult Corrections facilities.
  - Participated in coroners' inquests and implemented responses to inquest recommendations.

- Buffalo Narrows and North Battleford Community Correctional Centres to develop and lead a specific strategy for community consultations.

  - Developed a community consultation plan for each centre.

- Review and update the policies and procedures for safeguarding personal information as required.

  - Updating began and continues.
  - Reviewed policies and procedures as related to the Deloitte & Touche government-wide survey.
  - Reviewed and began implementation of department-specific recommendations contained in the Deloitte & Touche Report on Privacy.
  - Established department steering committee on privacy and information.

- Manage fiscal resources effectively to ensure responsible stewardship of public funds.

  - Developed joint audit work and space allocation plans with the Department of Justice.
  - Implemented a fiscal forecast and reporting system.
  - Developed the fiscal management process, plan and year end monitoring.
  - Developed and implemented a Memorandum of Understanding for a shared services arrangement with the Department of Justice.
  - Developed and implemented a Memorandum of Understanding on shared ministerial costs with Saskatchewan Property Management Corporation.
  - Developed a joint work plan and process with the Department of Social Services on transfer arrangements for Young Offender programs and services.
  - Developed a plan with Saskatchewan Property Management Corporation on joint capital projects to maximize economies.
  - Finalized the 2003-04 budget.
  - Annual audit underway.
  - New chart of accounts approved.
  - Multi-Informational Database Applications (MIDAS) project training and implementation underway.

- Develop departmental performance measures and evaluation strategies.

  - Developed initial performance measures.
  - Developed a management reporting system for implementation in 2003-04.
  - Evaluation strategies are being developed.

- Develop workplans to support program and service delivery.

  - Developed branch workplans.
  - Developed and reviewed a department workplan.
  - Implemented quarterly follow-up on Cabinet directives.

GOAL 3 - Government and communities are prepared for emergencies and maintain building and fire standards

Objective 1 - Emergency preparedness and safety awareness is increased across the province

Prior to recent world and regional events, the province was already facing the challenge of being able to respond to national emergency planning and security initiatives. With increased emphasis being placed by the federal government on national security, including essential infrastructure, these challenges have increased. Internal and external pressures will require the Department to develop policies and respond to sector demands for inspection and licensing services, enhance municipal capacity for emergency preparedness, improve provincial emergency management, and respond to certain federal initiatives, all of which provide a safe living, working and recreational environment.

The Department has increased its emergency preparedness through the development of an emergency plan and by taking the first steps in leading government in the development of a security plan. Sask911 has expanded to most areas of the province so that a majority of the population has access to the emergency call system. In addition, the Department assisted municipalities in the development of their own emergency plans.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Develop a CPS departmental emergency plan.

  - Established a departmental steering committee, developed terms of reference and a work plan, and determined basic emergency plan training priorities.

- Conduct crisis management training and crisis simulation in each adult and youth facility.

  - Developed and delivered a crisis management training module to Pine Grove Correctional Centre.
  - Training in place at other facilities.

- Co-ordinate and lead development of a provincial government public emergency and security plan.

  - Developed terms of reference and priorities for the development of a plan.

- Complete implementation of the Sask911 call-taking system across the province.

  - Expanded service to Saskatoon and Regina rural areas.
  - Ninety-seven per cent of the population is now covered by Sask911 call-taking system.
  - Began extension of 9-1-1 services to Lloydminster and northern communities.

- Provide support to communities to maintain state of emergency preparedness through review and development of municipal emergency plans.

  - Developing self-help tools to assist communities in their development of emergency plans.
  - Conducted a survey of needs for effective emergency planning and analyzed results.
  - Identified core needs for an effective emergency plan and developed workshop kits based on these needs.

- Develop tools and support for communities to conduct risk assessment on potential fire hazards and to self-evaluate their fire prevention, protection and suppression services.

  - Self-evaluation manuals were finalized, advertised and discussed at regional meetings.
  - Inspection workshops were developed and scheduled and were held on a regional basis with six communities over the fall, winter and spring.

- Serve as the lead in developing and co-ordinating public education and awareness campaigns on fire and life safety focusing on "Risk Watch", "Fire Prevention Week", seminars and workshops for educators, and advancement of the National Fire Protection Association standard.

  - Provided Risk Watch information to Saskatchewan Urban Native Teacher Education Program, Aboriginal Government Employees Network and Saskatchewan Indian Federated College, as well as resource and program information on fire and life safety.

Objective 2 - Safety enforcement is applied by government, communities and other stakeholders within a regulatory regime that balances government, public and stakeholder interests

Many of the acts and regulations in the public safety sector are outdated, and do not reflect current regulatory best practices, technology or safety requirements. The challenge is to more equitably redistribute responsibilities and liabilities for risk mitigation activities between government and those responsible for creating risk. As a result, certain industry sectors are likely to continue seeking to improve the way in which government regulates their industries and responds to technological change.

There has been much activity in the drafting of regulations in the areas of boilers and pressure vessels, and passenger and freight elevators. There has also been work done in the review of federal initiatives in many areas of public safety, including disaster mitigation, disaster assistance, building and fire codes.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Consult with key stakeholders and implement the provisions of *The Boiler and Pressure Vessel Act* and Regulations.

  - Completed drafting instructions for new Regulations.
  - Fees Regulations amended and brought into force effective January 15, 2003.

- Initiate amendment to *The Passenger and Freight Elevator Regulations* to adopt the latest editions of governing codes and standards.

  - Conducted consultations in May 2002.
  - Finalized drafting instructions based on consultations.
  - Implemented amendments to the Regulations in January 2003.
  - Submitted technical updates for drafting in March 2003.

- Review and begin to implement federal initiatives on Critical Infrastructure Protection, Disaster Mitigation Strategies, Anti-terrorism, and Disaster Financial Assistance Agreements in Saskatchewan.

  - Presented position paper on Disaster Financial Assistance Agreements to federal government.
  - Provided input to the National Disaster Mitigation Strategy.

- Develop and implement a strategy on long-term governance of Sask911.

  - Developed a long-term governance paper for discussion with 9-1-1 stakeholders for implementation in 2003-04.

- Hold public consultations on the adoption of new building and fire codes.

  - Participating in the joint Federal/Provincial/ Territorial government's consultations on proposed changes to the National Building Code of Canada and the National Fire Code of Canada.
  - Presented forums in Regina and Saskatoon about code change proposals to 250 code users.

- Contribute to, and participate in, national and international standards development respecting building, fire, pressure equipment and elevator safety codes and standards.

  - Identified three potential concerns with proposed national building code.
  - Participated in the Canadian Standards Association (CSA) and American Society of Mechanical Engineers (ASME) Code development committees.

- Improve capabilities of gathering, storing and distributing fire incident information, including rationalizing incident reporting with the new Canadian Code Structure (CCS).

  - Made a presentation to the Saskatchewan Association of Fire Chiefs (SAFC) Conference on fire reporting and investigation.
  - Evaluated regional seminars on fire incident reporting for 2001-02 and identified gaps.
  - Developed and implemented a policy of fire report follow-ups.
  - Finalized a smoke alarm profile and casualty behaviour report.

In addition to these accomplishments, the following results were achieved:

- Inspected 9,551 in-service and 2,954 newly installed boilers and pressure vessels, 182 amusement rides, and 2,528 elevating devices.

GOAL 4 - Safe, healthy and respectful workplaces

Objective 1 - Employee capability and competency is enhanced

Strategic human resource planning to enhance employees' skills and abilities in a new department includes staff training plans, equity programs and recruitment. These initiatives are fundamental to maintaining an effective working environment.

The Department was involved in significant training activity over the year. The link between human resource planning and the strategic plan is in its early stages.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Develop and implement work unit learning plans that incorporate the prioritized organizational competencies, assessment tools, learning plans and learning guides and that are linked to the Department's overall strategic plan.

  - Learning plans and/or Human Resource Development plans in place for 11 of 60 work units.
  - An estimated 430 of 1,834 staff have participated in training/learning events.
  - An initial list of competencies was developed with input from all branches.
  - Created a "virtual" Human Resource Unit to strengthen the approach on key initiatives.

- Deliver the Fetal Alcohol Syndrome (FAS), Sex Offender and Alternatives To Violence core training modules to all new community operations staff.

  - Delivered FAS training module to 80 new Corrections staff.

- Review supervision standards to ensure open communication, effective feedback and a sense of inclusion and commitment for staff.

  - Developed case management supervision standards for youth workers.

- Implement an Aboriginal Intern program in the Office of the Fire Commissioner.

  - Engaged an Aboriginal intern to co-ordinate all public fire and life safety education activities. This includes promotion and evaluation of Fire Prevention Week activities, delivery of Risk Watch seminars and preparation for the annual Public Education Conference in February.

Objective 2 - Occupational health and safety is improved at all work sites

Staff and client safety and security are important issues at all correctional facilities, requiring that careful management of risk and appropriate levels of protection be in place.

The Department was successful in implementing a number of safety and security-related initiatives in the correctional facilities that addressed issues of occupational health and safety. In addition to issues pertaining to clients, there was significant progress on the workplace safety and security guidelines.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Implement the Work Place Safety and Security Guidelines and ensure yearly self-audits are conducted using the process outlined in the Guidelines.

  - Established an Occupational Health and Safety Council and developed a workplan.
  - Reviewed and provided guidelines to the Occupational Health Safety branch of Saskatchewan Labour for approval.
  - Developed and adopted workplace safety and security guidelines by Adult Corrections, Community Operations, Union Management Committee.
  - A winter travel policy was approved.
  - Guidelines and audits will be implemented in 2003-04.

- Develop and implement an offender gang management strategy in all correctional centres and young offender facilities.

  - Young Offender Programs are collaborating with FSIN on a Gang Research project.
  - Reviewed and approved a strategic framework for correctional facilities.
  - Reviewed and endorsed a process, with Youth Custody Facility Directors, to research and develop a gang management strategy for youth offender custody facilities to be implemented in 2003-04.

- Implement the approved recommendations from the Corrections Health Care Review working group.

  - Draft standards developed and reviewed by senior corrections managers to be finalized.
  - Feedback provided to Health Care Review Committee for finalization.
  - Recommendations will be implemented in 2003-04.

- Ensure all adult and youth custody facility staff receive First Aid/CPR and Intervention training.

  - Require all new staff to have First Aid and CPR certification.
  - Provide staff with refresher training as certificates expire.

Objective 3 - Client's rights are respected and they are ensured access to due process

It is necessary to strike an appropriate balance between security, supervision and treatment, and the rights of the clients. Achieving this balance involves working closely with the offices of the Ombudsman, Children's Advocate and other client representatives.

There was significant progress in the area of clients' rights. There was on ongoing dialogue with the Ombudsman in preparation of the report released on adult corrections. In addition, there was much work done in the area of policy and procedures development, including the completion of the sentence calculation algorithms and manual to calculate sentences under the *Youth Criminal Justice Act.*

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Implement legislative amendments to *The Correctional Services Act* that reflect the principles of the duty to act fairly.

  - Submitted amendments.
  - Urinalysis draft policy complete and awaiting proclamation date for changes to take effect for Adult Corrections.
  - Changes to remission policy underway and committee established to develop processes.

- Facilitate the involvement and perspectives of victims in correctional programs and services.

  - Completed and implemented victim notification policy for Adult Corrections.
  - Established a process for information-sharing between the Department of Justice Victim Services program and CPS Young Offender Services.
  - Developing extrajudicial measures (alternatives to court) policies for victims affected by youth crime.

- Develop a sentence calculation system to meet the needs of the federal *Youth Criminal Justice Act.*

  - Developed and trained staff on a sentence calculation system policy.

- Ensure all youth have access to appropriate legal and advocacy services.

  - Following the existing policy and procedures of providing access to legal and advisory services to all youth.

- Review the client appeal process and procedures in young offender facilities.

  - Reviewed and amended the client appeal policy.

- Maintain an ongoing dialogue with the Ombudsman and the Children's Advocate.

  - Meetings held during the year.
  - Reviewed the Ombudsman's Review of Inmate Services and Conditions of Custody, released in November 2002, released a general response, and began a detailed response to each recommendation to be released in 2003-04.

2002-03 FINANCIAL RESULTS

Program	2002-03 Budget* ($ 000s)	2002-03 Actual ($ 000s)	Variance ($ 000s)	
Administration	**2,288**	**2,794**	**506**	1
Accommodation and Central Services	**5,518**	**5,826**	**308**	2
Adult Corrections	**59,209**	**62,976**	**3,767**	
Adult Corrections Facilities	46,627	50,510	3,883	3
Community Training Residences	2,392	2,566	174	4
Community Operations	8,156	7,952	(204)	5
Program Support	1,954	1,650	(304)	6
Correctional Facilities Industries Revolving Fund - Subsidy	142	291	149	7
- Net Financing Requirement	(62)	7	69	
Young Offender Programs	**35,439**	**38,182**	**2,743**	
Young Offender Facilities	26,440	26,556	116	8
Community and Alternative Measures	4,130	4,588	458	9
Program Support	265	850	585	10
Regional Services	4,604	6,188	1,584	11
Public Safety	**6,089**	**6,591**	**502**	
Protection and Emergency Services	3,984	3,966	(18)	
Provincial Disaster Assistance Program	1,500	1,675	175	12
Emergency Services Telecommunications Program	325	192	(133)	13
Joint Emergency Preparedness Program	280	758	478	14
Special Warrant Funding	**7,975**		**(7,975)**	
Total	**116,518**	**116,369**	(149)	

Explanations for major variances:

1. One-time costs to establish the Department and for additional costs in human resources and financial services.
2. Additional accommodation and postage charges.
3. Inmate custody count budget was 1,142 inmates, versus the actual count of 1,213.
4. Additional staffing costs.
5. Vacancy management savings redirected within the division.
6. Redirected to mandatory training.
7. Legislative requirement.

8 - 11. Program transfer from Department of Social Services.

12 - 13. Actual program utilization.

14. Increased federal cost-sharing.

Total funding provided to third parties was $7.3 million.

OUR PLAN FOR 2003-04 AND BEYOND

OVERVIEW OF PLAN FOR 2003-04 AND BEYOND

The purpose of the Annual Report is not only to look back at the year past, but also look forward - to provide a forecast of the challenges and opportunities ahead, and how we plan to address them. This section of our report lays out our plans for the future. It identifies the outcomes we are working towards to achieve our long-term vision of working together for safe Saskatchewan communities.

This is the second performance plan publicly released by the Department of Corrections and Public Safety; it builds on the plan we released last summer. The Performance Plan will evolve as we continue to consult with staff, stakeholders, clients and others in refining the Corrections and Public Safety strategic plan during the year.

The goals and objectives identified in the plan are multi-year in nature. Over time we will work towards achieving our objectives in support of meeting our broader long-term goals. For each objective, a series of key actions for the 2003-04 fiscal year has been developed that support advancements towards our objectives. In addition, a set of performance measures has been developed that will be used to gauge progress in achieving our objectives.

Meeting public expectations requires that the Department work closely together with a number of key partners and stakeholders, including municipal governments, the Federation of Saskatchewan Indian Nations (FSIN), Métis Nation of Saskatchewan (MNS), community-based organizations, police, fire and other professional service and safety providers, clients and their advocates.

PLAN AT A GLANCE

Below is a summary of our plan for 2003-04 and beyond. The goals and objectives articulate the outcomes the Department is pursuing, which support advancement towards our vision. The performance measures are one of the key tools we will use to gauge our progress towards our objectives.

OUR VISION
Working together for safe Saskatchewan communities

GOAL 1 - COMMUNITIES HAVE THE CAPACITY TO ENHANCE PUBLIC SAFETY

Objective 1: Government, in partnership with Aboriginal organizations and other community-based organizations, plans and delivers adult and youth correctional services

Performance Measures:
- Number of residents in the Elizabeth Fry Community Training Residence [Adults]
- Per cent of residents at the Elizabeth Fry Community Training Residence that successfully complete the program [Adults]
- Number of participants in the Journey to a Better Lifestyle program [Adults]
- Per cent of participants in the Journey to a Better Lifestyle program that successfully complete the program [Adults]
- Number of youths who completing alternative measures program
- Per cent of youths successfully completing alternative measures program

Objective 2: Government and community service providers work together to enhance municipal capacity

Performance Measures:
- Per cent of the Saskatchewan population in communities that have entered into a mutual aid agreement
- Per cent of Saskatchewan population in communities that have landline telephones with 9-1-1 service
- Per cent of population in communities that have entered into a fire protection agreement

Objective 3: Citizens are aware of public safety issues and communities have trained responders

Performance Measures:
- Number of participants taking courses in the accredited international fire investigation standards
- Number of Saskatchewan residents who are accredited in the international fire investigations standards
- Number of students participating in Fire Safety Week activities
- Number of schools participating in Fire Safety Week activities

GOAL 2 - RE-OFFENDING IS REDUCED DUE TO EFFECTIVE PROGRAM INTERVENTIONS WITH OFFENDERS

Objective 1: Program interventions to reduce re-offending behaviour reflect current research and evidence-based practices

Performance Measures:
- Per cent of offenders participating in the CHOICES program whose level of risk has been assessed as medium or high
- Per cent of offenders participating in the Offenders Substance Abuse Pre-release program whose level of risk has been assessed as medium or high
- Per cent of offenders participating in the Cognitive Skills program whose level of risk has been assessed as medium to high
- Per cent of offenders who have completed their sentence at a correctional facility and were readmitted to any correctional program within one year of completion
- Per cent of offenders who have completed probation and were readmitted to any adult correctional program within one year of completion
- Per cent of offenders who have completed a conditional sentence and were readmitted to any adult correctional program within one year of completion

Objective 2: Staff and programs respect the cultural and spiritual needs of Aboriginal clients

Performance Measures:

- The measures for this objective are under development

Objective 3: Programs and services support the appropriate use of diversion, alternatives to custody and assistance in offender reintegration

Performance Measures:

- Per cent of offenders who were granted early release under the Extended Authorized Program and were readmitted to any adult correctional program within one year of completion
- Per cent of offenders who completed their sentence in a Community Training Residence and were readmitted to any adult correctional program within one year of completion

Objective 4: An accountability process is in place for programs and services

Performance Measures:

- Per cent of case plans in adult institutions that are in compliance with case management standards
- Per cent of case plans in community correctional programs that are in compliance with case management standards

GOAL 3 - GOVERNMENTS AND COMMUNITIES ARE PREPARED FOR EMERGENCIES AND MAINTAIN BUILDING AND SAFETY STANDARDS

Objective 1: Emergency preparedness is increased across the Province

Performance Measures:

- Number of communities that have indicated having an emergency plan developed
- Per cent of communities that have indicated that they have an emergency plan developed

Objective 2: Safety enforcement is applied within a regulatory regime that balances government, public and stakeholder interests

Performance Measures:

- Number of reported elevator and amusement ride incidents
- Number of reported incidents for boilers and pressure vessels

GOAL 4 - SAFE, HEALTHY AND RESPECTFUL DEPARTMENTAL WORKPLACES

Objective 1: Employee capability and competency is enhanced

Performance Measures:

- The measures for this objective are under development

Objective 2: Occupational health and safety is improved at all work sites

Performance Measures:

- The measures for this objective are under development

Objective 3: Clients' rights are respected and they are ensured access to due process

Performance Measures:

- Number of substantiated complaints to the Office of the Ombudsman

2003-04 BUDGET OVERVIEW

Provincial investment in Corrections and Public Safety to promote safe communities in 2003-04 is $118.550 million. The following table shows the 2002-03 breakdown of departmental spending by function:

2003-04 Budget
(in thousands of dollars)

Adult Corrections	$61,307
Young Offenders Programs	42,485
Public Safety	6,254
Accommodations & Central Services	5,188
Capital	815
Department Operational Support	2,501
Total	$118,550

Adult Corrections funding includes community operations, community training residences, custody facilities and central management support for the program.

Young Offender Programs include regional operations, alternative measures, custody facilities and programs, and central program support.

Public Safety includes emergency planning and preparedness, the Office of the Fire Commissioner, Building Standards, Sask911, as well as the licensing and inspections activities for boilers, pressure vessels, elevators and amusement rides.

It is estimated that approximately $5.8 million will be provided to community-based organizations for delivery of programs and services.

TRENDS AND ISSUES

SAFE COMMUNITIES

Saskatchewan communities face a number of challenges in the area of public safety. Recent world events, high crime rates, changes in the economy, changes in demographics and in the social structure of the province, increased demands on correctional programs and increased technology have all contributed to public concerns about issues of safety.

The terrorist events of September 11, 2001, and subsequent international responses have increased the awareness of Canadians and led many to reassess the risks to security and safety. The province has shared responsibility with both federal and municipal governments in many of the areas related to public safety and security.

While Saskatchewan, in general, is at relatively low risk as a target for terrorist activities, we have recently experienced natural disasters that have challenged the abilities of municipalities, the provincial government and the federal government to respond (e.g. flooding in 2000, forest fires and wildfires in 2002). A key question has become what level of response is appropriate at the local, regional, provincial and national levels.

There are also important changes in technology, the marketplace and global economy. Another challenge is the development of an effective regulatory framework, reflecting current best practices, technology and safety requirements in a way that balances risks and responsibilities more equitably between government and industry.

CORRECTIONS

Adult and youth corrections are also experiencing change. Since 1995-96, the main increase in adult correctional programs has been in community corrections, which has increased significantly with the introduction of conditional sentences (custody sentences to be served in the community). The number of offenders incarcerated has slightly decreased during that time period. While custody admissions have decreased, sentence lengths have increased resulting in a relatively stable count over time. At any time, 82 per cent of offenders are serving sentences in the community, 13 per cent are sentenced to a custodial facility and a further 5 per cent are in custody awaiting court appearances.

Historically, Saskatchewan has seen a high number of Aboriginal offenders incarcerated in the correctional system. Recent figures (2001) indicate that 77 per cent of offenders admitted to custody in Saskatchewan are of Aboriginal descent. Many Aboriginal people in Saskatchewan live under social conditions that are shown by research to contribute to criminal behaviour. Although there is no single cause of crime, risk factors, or vulnerabilities, work together over time to influence the likelihood of negative outcomes. Major risk factors are poverty, abuse, violence, education and employment problems and substance abuse.

Saskatchewan has a high percentage of at-risk youth, families and communities, and many Aboriginal youth, in particular, experience the conditions that contribute to misconduct and crime.

Given the high numbers of Aboriginal people involved in the justice system, especially in custody programs, and with the province's Aboriginal population expected to increase by approximately 50 per cent between 1998 and 2016, effective programs need to be developed or the proportion of Aboriginal youths and adults in the correctional system will continue to grow.

Correctional services in all jurisdictions across Canada have been the subject of public concern about the release of high-risk, violent offenders. A combination of incarceration, risk and needs assessment, and the delivery of appropriate programs to these offenders will most likely have the desired outcomes that communities expect of the correctional system. The correctional system must focus its resources on high risk and high need individuals and define a basic level of service for low risk/low need offenders. In addition, the justice system must play an active role in identifying communities-at-risk throughout the province.

A comprehensive three-year review of the adult custody facility system was completed by the Provincial Ombudsman in 2002, resulting in 147 recommendations, all of which are currently being reviewed, assessed, and implemented by the Department.

YOUNG OFFENDERS

The public has been particularly concerned about youth crime. The present response relies heavily on the youth justice system to deal with adolescent misconduct. Saskatchewan has the highest rate of all reported crimes in the country and has the highest charge rate for youth. Saskatchewan also has one of the highest rates of the youth population appearing in youth court and the highest youth incarceration rate. Community and professional services are challenged to address youth needs at the individual, family and community level.

The federal *Youth Criminal Justice Act* came into effect on April 1, 2003. While the Act will protect society from violent and chronic offenders through increased custody and supervision, it will also allow for the treatment of more offenders while under supervision in community programs. Programs will need to effectively address the needs of offenders in the community.

The Young Offenders Program is committed to supporting victims, offenders, families and communities through partnerships with others serving youth. New policies and programs will be supported and delivered through the use of a comprehensive service delivery model. This model will include risk assessment, integrated case management, and targeted interventions for offenders.

CHANGES FROM 2002-03 PERFORMANCE PLAN

The goals and objectives included in the Department's 2003-04 Performance Plan remain largely unchanged from those published in its 2002-03 Performance Plan. The Department has made a number of wording changes that clarify the intent of the goals and objectives but that do not change the strategic intent of the plan. In addition, the Department has developed a set of performance measures that will be used to gauge progress towards its objectives over time.

WHERE WE ARE HEADED, WHAT WE INTEND TO DO, & HOW WE WILL MEASURE PROGRESS

This section of the report lays out our plans for the future. It identifies the actions we are undertaking and the outcomes we are working towards to attain our vision of working together for safe Saskatchewan communities. In addition, it identifies a set of performance measures that will be used to gauge our progress towards our longer-term objectives.

GOAL 1: COMMUNITIES HAVE THE CAPACITY TO ENHANCE PUBLIC SAFETY

Objective 1: **Government, in partnership with Aboriginal organizations and other community-based organizations, plans and delivers adult and youth correctional services.** People are less likely to commit crime if they feel valued in their community and know what is expected of them. It is important that victims are supported by their communities so that they will not fall into a cycle of despair and self-destructive behaviours, and that offenders become reintegrated with their communities and receive support from the community in making positive changes in their lives to help prevent future offending.	**KEY ACTIONS FOR 2003-04** ■ Develop CPS Aboriginal Corrections Strategy. ■ Participate in the development of strategies to address the FSIN Corrections Strategic Plan. ■ Continue dialogue with the Commission on First Nations and Métis Peoples and Justice Reform. ■ Develop community justice initiatives in targeted locations, with emphasis on northern initiatives, with the Department of Justice, communities, and community-based organizations. ■ Increase the number of service agreements with First Nations and Métis communities and organizations, e.g. alternative measures and reintegration. ■ Continue participation in the Northern Cree Court Project, including the evaluation process. ■ Establish a joint Justice/CPS Deputy Ministers Elders Advisory Committee. ■ With the Assistance of the Elders Advisory Committee for Adult Corrections, increase the availability of Elder services.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of residents in the Elizabeth Fry Community Training Residence Community Training Residences (CTR) provide offenders with a period of transition to the community from custody by allowing them the opportunity to put into place those elements of their case plans that increase the likelihood of a successful reintegration. The Elizabeth Fry CTR is operated by a community-based organization and is for female offenders. This measure gauges the performance of the Department on the use of the only community-operated CTR for female offenders. Factors that influence this measure include the ability of the CTR to manage offenders, and the number of offenders that have case plans that include the elements necessary to reside in a CTR. The Department has a high level of influence on this measure.	58 admissions [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of residents at the Elizabeth Fry Community Training Residence that successfully complete the program Successful completion of the program means that residents in the program do not abscond or re-offend, nor are they returned to the Pine Grove Correctional Centre. This measure shows the effectiveness of the service delivered by a CTR managed by a community-based organization. The Department has a low level of influence over this measure. There is a degree of influence over the referral to the CTR and the development of the case plan, but the facility is responsible for management of the program.	64% [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of participants in the Journey to a Better Lifestyle program The Journey to a Better Lifestyle program is holistic healing program delivered by the Prince Albert Grand Council (PAGC). The program includes spiritual traditional teachings, life skills and anger management and is a pre-release program for low-risk offenders from the Prince Albert Correctional Centre. The number of annual participants is a measure of the Department's use of community-based programs as one aspect of increasing community capacity to enhance public safety. The factors that affect the measure include the number of eligible offenders and the PAGC's ability to provide facilitators for the program. The Department has a high level of influence on the number of referrals to the program.	98 [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of participants in the Journey to a Better Lifestyle Program that successfully complete the program Successful completion of the program indicates that participants have taken steps to deal with issues that have contributed to their criminal behaviour. The number of offenders that complete the program is one indication that criminogenic needs have been addressed and that offending behaviour will be reduced. Factors that influence the measure include the ability of the PAGC to facilitate the program and the number of offenders willing or able to participate in the program. The Department has a low level of influence on the measure.	100% [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of youths successfully completing alternative measures programs Alternative measures are programs in which offenders accused of a criminal offence take responsibility for their behaviour by participating in a community-based program, either at the pre-charge or post-charge stage. These programs attempt to balance the needs of victims, the accused, and their communities while ensuring that society is protected. In Saskatchewan, alternative measures are specific government-authorized programs designed to operate as an alternative to the traditional court-based system for dealing with crime. The number of youth successfully completing these programs is a measure of the ability of community-based organizations to plan and deliver correctional services. Factors that influence the measure include the capacity of the community-based organization to hire and retain sufficiently trained staff. Other factors include the willingness of the police and Crown to refer youth to these programs. The Department has a medium influence on this measure.	2,766 [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of youths successfully completing alternative measures programs While the number of youth measures volume, the per cent of youth completing the program measures the effectiveness of the programs delivered by community-based organizations. Youth that successfully complete the programs will not acquire a criminal record. A high rate of successful completions will result in a reduction in the number of cases going through the court system and victim and community satisfaction in the justice system. Factors that influence the measure include the ability of the community-based organization to attain meaningful agreements between the victim and offender, the willingness of the offender to participate in the process, and the meaningful participation of community representatives in the process. The Department has a low level of influence on this measure.	78% [2001-02]

Objective 2: **Government and community service providers work together to enhance municipal capacity.**

Most of the root causes of community crime lie outside the scope of the criminal justice system; these causes can only be addressed through partnerships and integrated work among many stakeholders. However, there are justice system factors that can be directly addressed by the Department in cooperation with Aboriginal communities, governments and organizations, other stakeholders in the criminal justice system, and other government and non-government agencies.

Local authorities have primary responsibility for fire safety and building code enforcement. Many municipalities have limited resources in fire prevention and fighting, and employ different strategies on building code enforcement. Provincial, local, and regional partnerships are needed to share resources and efforts.

KEY ACTIONS FOR 2003-04

- implement the new federal *Youth Criminal Justice Act* in collaboration with the departments of Justice, Community Resources and Employment, Health, Learning, and Aboriginal organizations.
- Implement new information-sharing protocols with the Department of Learning and the school system.
- Develop a community-supported continuum of services for youth in Regina and Prince Albert using the existing Youth Justice Forums.
- Develop a provincial policy framework to address the needs of Fetal Alcohol Syndrome affected individuals.
- Develop and implement integrated strategies with communities and justice system stakeholders.
- Provide fire officials with the tools to assess and improve their self-sufficiency in fire prevention and suppression.
- Assist building officials and municipalities to share information and best practices about administering and enforcing the building code.
- In partnership with the Department of Justice, implement Phase 2 of the Regina Auto Theft Strategy, with a targeted reduction of 10 per cent in 2003 over 2002.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of the Saskatchewan population in communities that have entered into a mutual aid agreement The first level of government response in dealing with an emergency is the local authority. If an emergency exceeds, or is likely to exceed, the capacity of the local authority, the local authority activates a second level of response, a mutual aid agreement, which involves sharing resources from adjoining or neighbouring municipalities. The per cent of the population in communities that have entered into a mutual aid agreement is a measure of community service providers working together to enhance municipal capacity for public safety. The mutual aid agreement goals are influenced by the working relationship of the municipalities within a given region. There are some awareness and educational issues as some municipalities may not enter into an agreement because they are not aware of the possibility or don't know the details of creating a good agreement. The Department influences these goals through awareness and educational programs that not only address the lack of understanding, but also the working relationships between municipalities. While the Department does not negotiate agreements, it does assist by identifying the mutual benefits of making such agreements.	75% [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of the Saskatchewan population in communities that have landline telephones with 9-1-1 service Sask911 is a co-operative program between the province, municipalities and health districts to establish an enhanced 9-1-1 call-taking system. Upon full implementation, Saskatchewan residents, no matter where they live or travel, will be able to dial 9-1-1 to access a trained emergency call-taking operator at a Public Safety Answering Point (PSAP). The measure is a good indication of government and community service providers working together to enhance municipal capacity in matters of public safety. Sask911 is regulated by legislation and, therefore, there are few factors affecting the implementation. The Department plays a supportive role to municipalities and has a high level of influence on the measure.	90% [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of the Saskatchewan population in communities that have entered into a fire protection agreement As with mutual aid agreements, fire protection agreements involve sharing fire protection services with adjoining municipalities. The per cent of the population in communities that have entered into these agreements is a measure of community service providers working together to enhance municipal capacity in matters of public safety. The fire protection agreement goals are influenced by the working relationship of the municipalities within a given region. Some municipalities may not enter into an agreement if they are not aware of the possibility or do not know the details of creating a good agreement. The Department influences these goals through awareness and educational programs that not only address the lack of understanding, but also the working relationships between municipalities. While the Department does not negotiate agreements, it does assist by identifying the mutual benefits of making such agreements.	75% [2001-02]

Objective 3: **Citizens are aware of public safety issues and communities have trained responders.** The Department delivers a number of programs and services that contribute to a safe living environment. This is accomplished by working with municipalities, fire services, those involved in building and fire code safety, emergency services providers, and individuals and industries involved in the manufacture, installation and operation of building-related heavy equipment. Education, training and public awareness are critical to improving community safety.	**KEY ACTIONS FOR 2003-04** ■ Develop communication and education strategies in support of community and client education. ■ Implement a community consultation process for adult probation and young offender services. ■ Consider establishing a Building Safety Week. ■ Provide support to fire departments in the provision of community fire safety education. ■ Provide training sessions and encourage certification to improve the skills of fire officials. ■ Expand the "train the trainer" model in fire suppression through partnerships with regional colleges. ■ Support municipal disaster preparedness through training and development programs in the areas of mitigation, preparedness, response, and recovery.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of participants taking courses in the accredited international fire investigation standards Saskatchewan follows National Fire Protection Association Standards for the professional qualification of fire fighters. The Office of the Fire Commissioner (OFC) is accredited under the International Fire Service Accreditation Congress (IFSAC) to certify fire fighters under NFPA Standards. The number of participants in these courses is a measure of the community capacity to enhance public safety. The factors that influence the participation in courses in the accredited international fire investigation standards are simply logistical. The numbers being trained are influenced by the ability to hold courses and seminars and the ability of the individuals to attend the courses and seminars. The Department has a high level of influence in this measure.	137 [2002-03]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of Saskatchewan residents who are accredited in the international fire investigations standards There is a need in the province for a group of highly skilled and trained investigators to deal with sophisticated cases. The Office of the Fire Commissioner was accredited for this certification in 2001-02. The training consists of a series of seminars and courses that take a number of years to complete. The target number of participants reflects the number required to maintain the pool of trained investigators. The number of persons certified is influenced by the time it takes them to get through the training (three years). These are influenced by the Department by arranging as many training opportunities as possible given the resources available. The Department has a high level of influence over this measure.	31 [2002-03]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of students participating in Fire Safety Week activities The Office of the Fire Commissioner takes an active role in the development, delivery and sponsorship of public education programs ranging from the Fire Prevention Week Colouring and Poster Contest to training workshops for Fire and Life Safety Educators. Fire and life safety education is the single activity with the greatest potential for reducing fire losses. This proactive approach has proven successful from both public safety and economic viewpoints. The measure of the number of students participating in Fire Prevention Week is a measure of citizens' awareness of public safety issues. Fire Prevention Week activities are primarily influenced by the schedule of the school at that particular time of the year and the time the local fire department has available to assist the school. This is influenced by the Department through programs that encourage fire departments to become more proactive in fire safety education and to establish working relationships with the local school(s) so that programs, such as Fire Prevention Week are successful. Another factor is the number of students in the school within the target age groups. There have been some fairly wide fluctuations in school districts that have appeared to influence participation. The Department has a low level of influence over this measure.	2,806 [2002-03]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of schools participating in Fire Safety Week activities As with the previous measure, the number of schools participating in Fire Safety Week is a measure of the extent of awareness that citizens have of public safety issues. The greater the number of schools participating throughout the province, the greater the awareness of children of fire safety issues. The factors affecting the measure and the Department's influence over the measure are the same as the previous measure.	66 [2002-03]

GOAL 2: RE-OFFENDING IS REDUCED DUE TO EFFECTIVE PROGRAM INTERVENTIONS WITH OFFENDERS

Objective 1: **Program interventions to reduce re-offending behaviour reflect current research and evidence-based practices** There is a growing understanding that the incarceration of offenders, by itself, is not the answer to reducing re-offending behaviour. There is recognition that a combination of supervision, risk and needs assessment, and the delivery of appropriate programs to high risk, violent offenders will more likely meet communities' expectations of a correctional system. Continual monitoring of research and evidence is essential for successful outcomes.	**KEY ACTIONS FOR 2003-04** ■ Develop a research agenda and ensure the use of evidence-based interventions for adult and youth corrections. ■ Develop standards for Health Care services within the facilities. ■ Implement an integrated case management and Level of Services Inventory - Saskatchewan Risk/Needs Assessment process throughout the Young Offenders Program (YO). ■ Implement integrated case management system with the Department of Health to deliver the High Risk and Violent Offender Program, Intensive Rehabilitative Custody and Supervision sentences. ■ Identify and implement specific strategies in each region to increase the level of involvement by families and communities in the case management processes. ■ Maintain and improve an integrated case management process throughout Adult Corrections (AC). ■ Enhance programs that integrate custody and community services for youth.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of offenders participating in the CHOICES program whose level of risk has been assessed as medium or high The CHOICES program is a cognitive/behavioural program designed for offenders under community supervision who have a substance abuse problem. The program consists of 10 half-day sessions. It also includes weekly Relapse Prevention maintenance sessions for three months. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows if the Department is targeting programs to the appropriate target group. The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.	91% [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of offenders participating in the Offenders Substance Abuse Pre-release program whose level of risk has been assessed as medium or high The Offenders Substance Abuse Pre-release program (OSAPP) consists of 26 two-hour sessions in a cognitive/behavioural substance abuse program that is directed primarily at inmates within correctional centres. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows if the Department is targeting programs to the appropriate target group. The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.	98% [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of offenders participating in the Cognitive Skills program whose level of risk has been assessed as medium or high The Cognitive Skills program consists of 38 two-hour sessions directed at teaching the offender skills related to how he/she thinks. Areas covered are problem solving, critical reasoning, social skills and creative thinking. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows if the Department is targeting programs to the appropriate target group. The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.	97% [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of offenders who have completed their sentence at a correctional facility and were readmitted to any correctional program within one year of completion Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed custody and were readmitted to any correctional program is one measure of program effectiveness. There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.	34% [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of offenders who have completed probation and were readmitted to any correctional program within one year of completion Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed probation and were readmitted to any correctional program (custody or community) is one measure of program effectiveness. There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.	18% [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of offenders who have completed a conditional sentence and were readmitted to any correctional program within one year of completion Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed a conditional sentence and were readmitted to any correctional program (custody or community) is one measure of program effectiveness. There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department does not have involvement with the offender past the expiration date of his/her probation sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.	18% [2001-02]

Objective 2: **Staff and programs respect the cultural and spiritual needs of Aboriginal clients.** For the justice system to be effective, it must treat Aboriginal people fairly and work to address issues that now result in high levels of offending behaviour and victimization of Aboriginal people. The keys to this include: supporting Aboriginal communities, organizations and governments in developing, delivering justice services; integrating the values, cultural practices and beliefs that meet the needs of Aboriginal people; and, employing more Aboriginal people in the justice system.	**KEY ACTIONS FOR 2003-04** ■ Develop a CPS Youth and Adult Corrections Philosophy and Program Framework. ■ Participate in the Métis and Off-Reserve First Nations People Strategy. ■ Involve First Nations organizations in implementation and training specific to the federal *Youth Criminal Justice Act.* ■ Provide appropriate cultural programs and opportunities in community and custody programs. ■ Deliver Aboriginal cultural awareness training to staff.

WHAT ARE WE MEASURING?	**WHERE ARE WE STARTING FROM?**
The measures for this objective are under development	under development

Objective 3: **Programs and services support the appropriate use of diversion, alternatives to custody, and assistance in offender reintegration.**

The need to provide appropriate programs to address the needs of offenders as a means of minimizing the risk they pose and addressing their criminogenic needs is an ongoing challenge. Effective early intervention services, such as diversion and alternative measures can prevent offenders' further involvement in the criminal justice system. Community treatment and reintegration programs that address the needs of offenders and manage risk to the community are more effective in achieving long-term behavioural changes.

KEY ACTIONS FOR 2003-04

- Supervise approximately 1,250 adult offenders in custody and 5,660 in the community.
- Supervise approximately 330 young offenders in custody and 2,500 in the community.
- Provide level of service appropriate to the level of risk for alternatives to custody or remand.
- Develop an inventory of community services that support the needs of the offenders.
- Expand alternative measures programs for youth.

WHAT ARE WE MEASURING?

Per cent of offenders who were granted early release under the Extended Authorized Absence Program (EAPP) and were readmitted to any adult correctional program within one year of completion

Under the provisions of *The Correctional Services Act*, offenders can be granted release from custody prior to their custody release date that has been calculated for remission. A typical reason for early release would be to attend a treatment program in the community. This measure, then, is a gauge of the offenders reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/ employment opportunities, relationships with significant people and treatment. While the Department has supervision requirements for the duration of the EAPP, there may not be supervision requirements past the time of custody termination. The Department has a low level of influence on this measure. A low per cent figure is desirable for this measure.

WHERE ARE WE STARTING FROM?

22%
[2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of offenders who completed their sentence in a Community Training Residence and were readmitted to any adult correctional program within one year of completion Some offenders can be transferred to a Community Training Residence (CTR) prior to the expiration of their period of custody. Typically this would happen so that the offender could work in the community as part of a pre-release plan from custody. This measure, then, is a measure of the offenders reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs. There are a number of factors that influence the lives of offenders, such as residence, education/ employment opportunities, relationships with significant people and treatment. In some cases, the Department has involvement with offenders after their discharge from a CTR, but in many cases, there is no post-custody supervision required from the courts. The Department has a low level of influence over this measure. A low per cent figure is desirable for this measure.	22% [2001-02]

Objective 4: **An accountability process is in place for programs and services.**	KEY ACTIONS FOR 2003-04
There is a growing demand from the public and advocates for all corrections services to become more effective and efficient, to be more open to public scrutiny, to give better quality service to clients, to provide appeal processes and to be more accountable.	■ Improve reporting and public awareness. ■ Manage fiscal resources effectively to ensure responsible stewardship of public funds. ■ Conduct audits and implement quality assurance measures to enhance effectiveness and efficiency of services. ■ Enhance existing policies and procedures for safeguarding personal information appropriate to government standards.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of case plans in adult institutions that are in compliance with case management standards The Integrated Case Management final phase was implemented in June 2002. This policy defines the standard of the completion of case plans in facilities within 28 days of the offenders' admission. The Department will do a file audit of all custody files to measure compliance with standards. This will be a good accountability measure for custody programs. The factors that influence this measure include custody population sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure.	53% [2001-02]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of case plans in community correctional programs that are in compliance with case management standards The final phase of Integrated Case Management was implemented in June 2002. This policy defines the standard of the completion of case in the community within 42 days of sentence. The Department will do a file audit of a sample of community program files to measure compliance with standards. This will be a good accountability measure for community correctional programs. The factors that influence this measure include caseload sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure.	76% [2001-02]

GOAL 3: GOVERNMENTS AND COMMUNITIES ARE PREPARED FOR EMERGENCIES AND MAINTAIN BUILDING AND SAFETY STANDARDS

Objective 1: **Emergency preparedness is increased across the Province.** Prior to recent world and regional events, the province was already facing the challenge of being able to respond to national emergency planning and security initiatives. With increased emphasis being placed by the federal government on national security, including essential infrastructure, these challenges have increased. Internal and external pressures will require the Department to develop policies and stretch limited resources as far as possible to respond to sector demands for inspection and licensing services, enhance municipal capacity for emergency preparedness, improve provincial emergency management, and respond to certain federal initiatives, all of which provide a safe living, working and recreational environment.	**KEY ACTIONS FOR 2003-04** ■ Extend the Sask911 service to Lloydminster and northern communities, completing implementation in all but the most remote communities in the province. ■ Co-ordinate and lead development of a provincial government public emergency and security plan. ■ Implement and evaluate the CPS departmental emergency plan. ■ Provide support to communities to maintain their state of emergency preparedness through the review and development of municipal emergency plans. ■ Implement a fire prevention and suppression strategy for communities in the forest fringe. ■ Prepare legislation for introduction to ensure Saskatchewan authorities are able to respond quickly should any threat to public safety confront our communities.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of communities that have indicated having an emergency plan developed Saskatchewan Emergency Planning works with municipalities to assist with the development of emergency plans and to provide information on municipal emergency preparedness, planning committee structures, legislation, emergency response, mutual aid agreements and the Joint Emergency Preparedness Program. Advisors from Saskatchewan Emergency Planning are also available to attend council and/or planning meetings, develop community-specific presentations, assist with exercise design and delivery, and provide on-site advice to municipalities during an incident. The number of communities that indicate they have a plan is a measure of emergency preparedness. Since emergency plans are not mandatory, a factor that influences the measure is the ability of the municipality to develop and maintain an emergency plan. In addition to the supportive role in assisting the municipality to develop the plan, advisors from Saskatchewan Emergency Planning are also available to attend council and/or planning meetings, develop community-specific presentations, assist with exercise design and delivery, and provide on-site advice to municipalities during an incident. The Department has a low level of influence on this measure.	229 [2002-03]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Per cent of population in communities that have indicated having an emergency plan developed While the number of communities with emergency plans is one measure of emergency preparedness, the per cent of the population with emergency plans gives a better indication of emergency preparedness from a provincial perspective. Factors that affect the measure and the Department's ability to influence the measure are the same as the previous measure.	71% [2002-03]

Objective 2: **Safety enforcement is applied within a regulatory regime that balances government, public, and stakeholder interests.**

Many of the acts and regulations in the public safety sector are outdated, and do not reflect current regulatory best practices, technology or safety requirements. The challenge is to more equitably redistribute responsibilities and liabilities for risk mitigation activities, between government and those responsible for creating risk. As a result, certain industry sectors are likely to continue to seek to improve the way in which government regulates industries and responds to technological change.

KEY ACTIONS FOR 2003-04

- Inspect about 8,000 to 10,000 boilers and pressure vessels, 200 to 220 amusement rides, and 2,000 to 2,400 elevating devices.
- Contribute to, and participate, in national and international standards development respecting building, fire, pressure equipment, and elevator safety codes.
- Consult with stakeholders and implement the provisions of *The Boiler and Pressure Vessel Act* and new regulations.
- Complete amendments to *The Passenger and Freight Elevator Regulations* to adopt latest editions of international governing codes and standards.
- Administer and deliver boiler and pressure vessel inspection and related safety programs.
- Administer and deliver elevator and amusement ride inspection and related safety programs.
- Administer gas and electrical licensing programs.
- Consult on amendments to legislation in order to adopt new building and fire codes.
- Review and continue to implement federal initiatives on Critical Infrastructure Protection, Disaster Mitigation Strategies, Anti-terrorism, and Disaster Financial Assistance Agreements in Saskatchewan.
- Develop and implement a strategy on long-term governance of Sask911.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of reported elevator and amusement ride incidents Elevators, or elevating devices, are in widespread operation throughout the province. Passenger elevators, freight elevators, escalators, and ski lifts provide significant convenience to the public-at-large and contribute to the quality of life in the province. Amusement ride devices are in widespread operation throughout the province at fairs and exhibitions during the summer months. Amusement ride safety initiatives establish and enforce technical safety standards to minimize the potential hazards associated with the transportation and movement of people by complex electrical and mechanical equipment. The measure of incidents in these areas will inform the Department on the safety standards in the areas of government inspection. In this case, 'incident' refers to serious or potentially serious incidents due to operator error, undetectable deterioration of equipment and unpredictable influences. The factors that influence the potential for incidents to occur fall within two distinct areas: the first being mechanical failure of the components of an elevator and the effectiveness of installed safety devices in response to a malfunction, and the second being human intervention on the part of the passenger. The Department's influence is primarily associated with the first factor through its Licensing and Inspection Programs. Inspections undertaken are focussed on the installed safety devices to ensure functionality in the event that there is a mechanical or electrical malfunction. A major factor contributing to serious injury is when a passenger who is stuck in an elevator, after the safety devices have engaged in response to a problem, forces the doors and attempts to exit the elevator. The Department has limited influence in this area beyond public education through posted signage.	4 [2002-03]

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of reported incidents for boilers and pressure vessels Licensing and Protection provides public protection through the establishment and enforcement of technical safety standards related to the manufacture, installation, and operation of complex pressure equipment in widespread use in all commercial, industrial and institutional sectors within the province. The measure of serious incidents informs the Department on the safety of communities as it pertains to government inspected boilers and pressure vessels. In this case, 'incident' refers to serious or potentially serious incidents due to operator error, undetectable deterioration of equipment and unpredictable influences. The factors which influence the potential for incidents to occur are related to: the design and manufacture, installation practices, and operation and maintenance of the pressure equipment. The Department's design registration, licensing of manufacturers, installers and operators of pressure equipment and related inspection programs has a direct influence on mitigating the risks associated with these areas. Periodic inspection of in-service pressure vessels provides a monitoring process on how effective an owner is in maintaining the pressure equipment and installed safety devices, in safe working order.	6 [2002-03]

GOAL 4: SAFE, HEALTHY AND RESPECTFUL DEPARTMENTAL WORKPLACES

Objective 1: **Employee capability and competency is enhanced.** Strategic human resource planning to enhance employees' skills and abilities in a new department includes staff training plans, equity programs and recruitment. These initiatives are fundamental to maintaining an effective working environment.	**KEY ACTIONS FOR 2003-04** ■ Deliver Anti-Racism and Anti-Harassment awareness sessions. ■ Develop and implement work unit and individual learning plans that incorporate the prioritized organizational competencies, assessment tools, learning plans and learning guides and that are linked to the Department's overall strategic plan. ■ Review supervision standards to ensure open communication, effective feedback and a sense of inclusion and commitment for staff. ■ Participate in the Aboriginal Internship Program. ■ Improve labour relations in adult and youth corrections.

WHAT ARE WE MEASURING?	**WHERE ARE WE STARTING FROM?**
The performance measures for this objective are under development	under development

Objective 2: **Occupational health and safety is improved at all work sites.**	**KEY ACTIONS FOR 2003-04**
Staff and client safety and security are important issues at all correctional facilities, requiring that careful management of risk and appropriate levels of protection be in place.	■ Implement the Work Place Safety and Security guidelines and ensure yearly self-audits are conducted using the process outlined in the guidelines. ■ Establish an Occupational Health and Safety officer position. ■ Develop an ergonomics plan for CPS. ■ Develop and implement an offender gang management strategy in the correctional centres and young offender facilities. ■ Develop a capital plan. ■ Develop a plan to replace the Regina Correctional Centre.

WHAT ARE WE MEASURING?	**WHERE ARE WE STARTING FROM?**
The performance measures for this objective are under development	under development

Objective 3: Clients' rights are respected and they are ensured access to due process. It is necessary to strike an appropriate balance between security, supervision and treatment, and the rights of the clients. Achieving this balance involves working closely with the offices of the Ombudsman, Children's Advocate and other client representatives.	**KEY ACTIONS FOR 2003-04** ■ Maintain an ongoing dialogue with the Ombudsman and the Children's Advocate. ■ Develop and implement an action plan in response to the Ombudsman Review of the Corrections Report. ■ Implement legislative amendments to *The Correctional Services Act.* ■ Facilitate the involvement and perspectives of victims in correctional programs and services. ■ Develop a sentence calculation system to meet the needs of the federal *Youth Criminal Justice Act.* ■ Ensure our youth have access to appropriate legal and advisory services. ■ Develop youth advisory committees for facilities.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Number of substantiated complaints to the Office of the Ombudsman The Ombudsman is an Officer of the Legislative Assembly of Saskatchewan with the authority to investigate complaints received from members of the public who believe the government administration has dealt with them unfairly. The number of substantiated complaints to the Ombudsman is a measure that indicates both the clients' satisfaction with the services being provided, and the Department's ability to provide access for these clients. Most of the complaints to the Ombudsman come through youth and adult corrections. There are a number of factors that influence the measure, and these include the provision of basic services in a custodial setting, fair treatment in a restrictive environment and access to the needs of offenders. The Department has a medium level of influence over the measure as it pertains to the treatment of individual clients, but a low measure of influence as it pertains to other issues within the lives of clients, including the legal system.	150 Calendar 2001

WHERE TO OBTAIN ADDITIONAL INFORMATION

This report provides information about both our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of the plan, we invite you to call (306) 787-7872.

Or contact:
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Regina, Saskatchewan S4P 3V7

Or send us an e-mail through our web site:

www.cps.gov.sk.ca

Visit our web site to find out about:

- Our submission to the Commission on First Nations and Métis Peoples and Justice Reform
- The Regina Auto Theft Strategy Process Evaluation
- 2002-03 Corrections and Public Safety Performance Plan